



DEPARTMENT OF THE ARMY

HQ, 121st Signal Battalion

CMR 448

APO AE 09225

REPLY TO
ATTENTION OF:

AETV-BG-SC-CDR

10 August 2005

MEMORANDUM FOR: Soldiers and Leaders of the 121st Signal
Battalion

Subject: 121st Signal Battalion Command Philosophy

1. Purpose. The purpose of this memorandum is to highlight my thoughts on command and establish what is expected of all Soldiers and Leaders in the 121st Signal Battalion.
2. Focus. With the Division and Battalion transformation underway and a change of mission quickly approaching, we are in an unsure and turbulent time. All Soldiers and Leaders of the 121st Signal Battalion will focus on three critical areas to enable us to successfully accomplish the mission at hand and set the Division and our Soldiers up for success. These three critical areas of focus are: standards, leadership and training.
3. Standards. Standards are critical to a good organization, good soldiering and accomplishing the mission. Everything worth doing is worth doing correct and has a standard. All Soldiers and Leaders in the battalion must know what the standards are and strive towards meeting these standards. Collectively, it is our responsibility to meet these standards, identify the standards we are deficient in, and take corrective action- this includes immediate on the spot corrections.
4. Leadership. I expect Leaders at all levels to take charge in their areas of authority; make decisions; enforce the standards; take responsibility; and lead from the front. We must push decision making down to the lowest level, avoid micro-management, and a zero defects environment.
5. Training. This battalion's focus for the next year will be on individual and collective core competencies. We must ensure training is conducted to standards and the standards are known. Everything this battalion does will be properly resourced and have leadership involvement. To ensure this happens all training must be coordinated and placed on the unit training calendar- this includes daily operations; OPDs; NCOPDs; inventories;

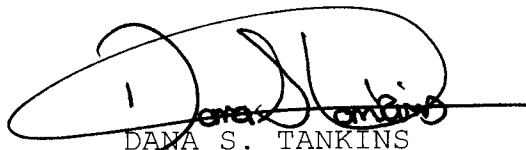
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equipment services, maintenance; and counseling. Remember the proper execution of training falls on leaders- we train to standards not time.

6. Soldiers, Families and Safety. In addition to the three areas listed above, we must factor taking care of Soldiers; taking care of Soldier's families; and safety into everything this battalion does. These three areas are the responsibility of Leaders at all levels and will not be delegated.

7. "Danger's Voice".



DANA S. TANKINS
LTC, SC
Commanding